

STATE

state.gov/statemag
November 2013

MAGAZINE

Road Warriors

Embassy Takes Bike
Commuting to Next Level

High Tech Arms Control

AVC Bureau Modernizes
Verification Process



Nowhere to Hide

Diplomatic Security Office Helps Bring Overseas Fugitives to Justice

Contents

November 2013 // Issue Number 583

18

Post of the Month
U.S. Embassy in Pristina



Features

- 8 Celebrating Citizenship**
Constitution Week events highlighted
- 10 On the Same Page**
Consular planning emphasizes coordination
- 12 Promoting Teamwork**
CA team India develops next generation
- 14 Wheel Powered**
Embassy promotes bike commuting
- 16 Department's Long Arm**
DS helps snag fugitives overseas
- 18 Post of the Month: Pristina**
Department helps heal wounds in Kosovo
- 24 Summer Memories**
Youth exchange brings jobs, friends
- 26 Harnessing Ingenuity**
Modernizing arms control verification
- 30 The Long Run**
Employee tackles 60 marathons

Columns

- 2 Post One**
- 3 In the News**
- 6 Diversity Notes**
- 28 In Brief**
- 31 Lying in State**
- 32 Appointments**
- 34 Medical Report**
- 35 Obituaries**
- 36 End State**

On The Cover

Photo illustration by Kelpfish

Post One

BY ISAAC D. PACHECO



Digital Revolution

If you regularly receive *State Magazine* by mail, you may have noticed a change in the way this month's publication was delivered. Then again, if you exclusively subscribe to one of our digital versions, you may not notice at all. For the first time in its 66-year history, *State Magazine* this month was not printed on paper and mailed to subscribers, but instead published in digital formats only.

Our editorial team and Department leadership have been in ongoing discussions about transitioning the publication to digital distribution as a more cost-effective publishing option that conserves significant natural resources. However, we did not intend for such a conversion to take place so soon, and so abruptly.

Unfortunately, due to the lapse in government appropriations throughout the first half of October, *State Magazine* was unable to fill a print order for this issue, which meant that we could not produce or ship printed versions of the publication. Despite these challenges, our editorial team was still able to complete the layout process and publish the magazine via our multiple digital outlets (Internet, Department intranet, and interactive mobile apps).

This current transition to digital publishing is not intended to be permanent, and we are working with our colleagues at the Government Printing Office to reestablish a print production chain for future issues. Still, this unexpected move to digital-only distribution does provide us with an opportunity to gauge our readers' interest in this type of format, moving forward.

A digital-only distribution process allows us to incorporate timelier, more interactive content at considerably lower cost than print. We also have the potential to reach a larger audience thanks to network dynamics. However, we understand that some readers prefer a tangible, paper publication, and that others may have technical problems connecting to the online issues.

We want to hear your feedback about how a permanent move to digital-only publishing would affect you. Send us your thoughts, and help us make the best decision moving forward. ■

Corrections

October 2013, pg. 5 – The photo of Michael Gross should have been credited to Ben Chang.



Editor-in-Chief

Isaac D. Pacheco // pacheco2@state.gov

Deputy Editor

Ed Warner // warneres@state.gov

Associate Editor

Bill Palmer // palmerwr2@state.gov

Art Director

Peter Ziff // ziffp@state.gov

Contacting Us

301 4th Street SW, Room 348
Washington DC 20547
statemagazine@state.gov
Phone: (202) 203-7115
Fax: (202) 203-7142

Change of Address

Send changes of addresses to our staff using the contact information above.

Please include your previous mailing address.

Submissions

For details on submitting articles to *State Magazine*, request our guidelines by email at statemagazine@state.gov or download them from state.gov/statemag. *State Magazine* does not purchase freelance material.

Deadlines

The submission deadline for the December issue is October 15. The deadline for the January issue is November 15.

State Magazine (ISSN 1099-4165) is published monthly, except bimonthly in July and August, by the Bureau of Human Resources at the U.S. Department of State. It is intended for information only and is not authority for official action. Views and opinions expressed are not necessarily those of the Department of State. The editorial team reserves the right to select and edit all materials for publication.

Follow Us Online

- state.gov/statemag
- facebook.com/statemagazine
- @statemag
- state.gov/rss/channels/statemag.xml
- flickr.com/statemagazine

In the News



Secretary Kerry greets a wounded Colombian veteran on the wheelchair rugby team.
Photo by Embassy Bogota PA Section

Secretary Volleys with Vets in Colombia

Metal wheelchairs banging, balls flying and players falling. It sounds like some hybrid between bumper cars and football, but in fact it's wheelchair rugby. Wounded soldiers who served and sacrificed their limbs for their country now play with the intensity of professional athletes. They are brought together by Juan Pablo Salazar, a former International Visitors Leadership Program participant and member of the Michigan Wheelchair Rugby team who started the NGO ArcAngeles as a "cure" for disabilities through sports. The organization helps wounded warriors and others channel their injuries into nationwide successes.

This story of positive transformation takes place every day at Colombia's National Government Department of Sports (Coldeportes) high-performance training center. This organization, in collaboration with USAID and the State Department's International Narcotics and Law Enforcement Office, uses sports as a means of inclusion for disabled, displaced and demobilized people and ethnic minorities, with a special emphasis on wounded warriors.

On Aug. 12, they played for Secretary of State John Kerry during his first visit to Colombia; he came to see their match and play some sitting volleyball to honor their service and sacrifice. As a veteran himself,

Secretary Kerry said he has learned that "there are no limits, everything is possible. And you can be an amazing inspiration to so many people about how they can deal with either an accident or one of the things that happen in life... People can turn it into something very positive and become an inspiration to millions of people."

ArcAngeles and their partners have begun to expand to other countries, such as Ecuador, Peru, Uruguay and Paraguay.

After a visit with President Juan Manuel Santos, Secretary Kerry held a press conference with Minister of Foreign Affairs María Ángela Holguín Cuéllar and said, "I was never able to visit Bogotá before, but I am so happy to now say that I have visited such a beautiful city in a country that has an incredible story to tell the world about transformation." During his visit Secretary Kerry congratulated the people of Colombia who have sacrificed so much and led the country's amazing transformation. At the Presidential Palace he summed up Colombia's transformation: "This is one of the great stories not just of this hemisphere, but really of the world, where we see so many governments that are challenged today, some of which are failing and some that have already failed. Colombia is a success story."

News

Department Battles Counterfeit Medications



A Food and Drug Administration technician uses a portable testing device to determine whether or not a sample of drugs is authentic.

Photo by FDA

In 2011, as much as 1 percent of the 3.8 billion prescriptions in the United States, were likely filled with counterfeit medications. Responding to the increased prevalence of such meds in the world market, the U.S. Embassy in Bangkok's Medical Unit has been testing for counterfeit medications since March, using the Global Pharma Health Fund Mini Lab testing program. The program uses a visual inspection, dissolvability criteria and thin-layer chromatography, which identifies compounds in a mixture and determines purity. All of the unit's antibiotics have been tested.

The no-charge program has expanded to other health units in Southeast Asia and can be expanded to all health units worldwide. The program ensures the safety of prescribed antibiotics and provides data on the scope of counterfeit medications.

According to the World Health Organization, counterfeit medications are "deliberately and fraudulently mislabeled with respect to identity and/or source" and "may include products with correct ingredients or with wrong ingredients, without active ingredients or with fake packaging." Over the past 10 years, they have spread dramatically, constituting anywhere from 1 to 10 percent of medications in developed countries and up to 30 percent in China, Southeast Asia and Africa. Counterfeit medications are a lucrative business, with profit margins exceeding those for money laundering and illicit drugs.

Departing Ambassador Visits His Hero's Grave

Tom Shannon had one non-negotiable request for his final visit to Rio de Janeiro as departing U.S. ambassador to Brazil. He wanted to visit the grave of the United States' longest-serving ambassador, Edwin Vernon Morgan.

Morgan, a former college professor, joined the diplomatic corps in 1899 and served in Washington, Russia, China, Portugal, Cuba, Uruguay, Paraguay and Brazil, his final posting in 1912. Much of his time was spent at the U.S. legation in Petrópolis, located about 45 miles inland from Rio de Janeiro, the capital then, to avoid Rio's endemic diseases.

During the 22 years of Morgan's ambassadorship, he had the ear of Brazilian government officials and was known as a gracious host and patron of the arts. He died in Petrópolis a year after leaving his ambassadorial post and was given a state funeral by Brazil.

"He's my hero," Ambassador Shannon said. "I've been here for more than three years, but the idea of serving as ambassador in Brazil for 22 years, then retiring to Petrópolis... that would be my dream."

Ambassador Shannon and Rio Consul General John Creamer found Morgan's tombstone in a state of "elegant decay" during a visit to the site in August. But even in its compromised condition, the grave marker stands out in the cemetery's crowded collection of ornate sculptures and monuments. The stark monolith's epitaph includes Morgan's date of birth, name, title as "Embaixador," a small cross and the year of his death. A bronze bas-relief of the Statue of Liberty and one of a woman who symbolizes Republican Brazil fill the top third of the stone.

Nearly 80 years later, Shannon departed Brazil with the title of honorary Brasiliense (resident of the Federal District of Brasília), awarded in recognition of the importance of his contribution to the U.S.-Brazil relationship.



Cemetery administrator Ulisses Sampaio notes the tombstone's design, commemorating the U.S. - Brazil relationship during Morgan's ambassadorship. Looking on are, from left, Consul General John Creamer and Ambassador Shannon.

Photo by Jean Olson

Food Drive Aids D.C. Families

Through employee donations, the Feds Feed Families 2013 Summer Food Drive collected 25,900 pounds of non perishable food and household supplies for needy Washington, D.C., area families, a State Department record, surpassing last year's previous total of 20,000 pounds. The drive, which ran from June through the end of August, started off slowly, then rapidly picked up speed in the final days.

Employees from the Bureau of Consular Affairs reported 7,516 pounds in donations. Bureau of Information Resource Management (IRM) employees tallied 4,236 pounds and Bureau of Human Resources employees 3,145 pounds. IRM hosted the drive's progress-tracker webpage, where the image of a thermometer displayed the level of contributions from bureaus, which could enter their donations into the tracker and view the thermometer's rise.

The National Capital Area Food Bank serving metropolitan Washington, D.C., received 24,242 pounds of donations from Department employees, while employees in Charleston, S.C., at the Financial Services Center and HR Shared Services and at the Denver Federal Center (IRM, Administration and Consular Affairs bureaus), raised 1,298 and 357 pounds, respectively, for local food banks.

"This is the best turnout that we've had yet for Feds Feed Families; the generosity of our employees is quite simply amazing," said Judy Ikels, chief of the Work/Life Division in the Office of Employee Relations.



Secretary Kerry donates to the Feds Feed Families drive at a Department facility in Washington, D.C., on Aug. 29.

Photo by Glenn Johnson

HR Relaunches Specialist Development Program

The Department has released a revised version of its Career Development Program (CDP) for Foreign Service specialists, set to take effect Jan. 1. Initially implemented in 2006 to ensure that specialists develop leadership skills and the skills needed in their specialty, the program serves such specialist fields as medical, information management, general service, diplomatic security, office management, human resources, financial management, language and construction and facility management.

The CDP lays out the skills and attributes needed for consideration for promotion into the Senior Foreign Service or the highest level of a specialty, and lays out four key principles: operational effectiveness, including a breadth of experience over several regions and functions; leadership and management effectiveness; sustained professional language or technical proficiency; and responsiveness to service needs. As with generalists, there are specific mandatory requirements and electives that are considered examples of the service that would lead to service readiness and demonstrated competence. Before a specialist can be considered for promotion to the highest levels, all mandatory requirements and a specified number of electives must be met.

During the CDP rollout, some aspects associated with training were found to be too specific and at risk of becoming dated, so colleagues from every specialty met with HR during the past year and a half to examine the 18 specialties and review the career path documents for each. They developed viable requirements that make sense for that specialty.

Application of the CDP principles is somewhat different for each specialty, but all FS employees must still meet mandatory requirements



and the required number of electives, several of which were revised for greater continuity across specialties. Employees must certify meeting these requirements in their Career Tracker, which will become available for specialists in the coming months. Career development officers will use the Career Tracker to assist specialists in the assignments process and in providing career advice.

Providing clear-cut career development guidelines ensures that Department employees are well-trained and have properly developed skills and the tools to succeed professionally. After rollout of a revised CDP for Specialists, the Department will review the FS Generalist CDP and create career development guidelines for Civil Service employees in occupations ranging from human resources to foreign affairs.

More information on CDP is at: <http://intranet.hr.state.sbu/Workforce/Development/Pages/CDP.aspx>. Each plan and its effect on specialists with some experience is outlined in each specialty's plan.

Diversity Notes

JOHN M. ROBINSON
OFFICE OF CIVIL RIGHTS

Learning Anger Management

What's the connection between anger management, Adam Sandler, EEO and Diversity? Apparently, quite a bit. Adam Sandler and Jack Nicholson starred in *Anger Management*, and you are starring in your own film—*This Is Your Life*. Who we are and who we become depends very much on how we manage our emotions, especially anger. We can repress feelings and see them erupt in sometimes catastrophic explosions; or, we can emote voluminously, expressing rage, driving away friends and relatives, and shutting ourselves out of professional advancement opportunities. Still other people have become master of their emotions and in a professional environment skillfully turn negative emotions into productivity. How one manages frustration, anger and disappointment explains a lot of one's life story and, significantly, forms the foundation for the feared and revered "corridor reputation."

When the boss displays temper in the office, the marquee reads "unpleasant office workplace," but if taken to the extreme, and if the boss' behavior is motivated by unlawful discriminatory animus, the resulting docu-drama may be a "hostile work environment." While this is not true at the Department of State, the Equal Employment Opportunity Commission reports that allegations of hostile work environments in the federal sector are the most numerous genre of complaints in the EEO system. Whether filed as an allegation of discrimination or reported through the 3 FAM 1525/1526 harassment reporting system, allegations of hostile work environment account for many cases in the Office of Civil Rights' investigation workload.

But as an American citizen entitled to freedom of expression under the First Amendment, am I not entitled to express myself as I choose? Of course you are. As a clinical-strength anger junkie, you may only suffer loss of friendships, broken relationships, isolation and unrest in the workplace. None of that is good, but if that is your choice, it's your life. However, when others rely on you for direction, guidance, fair and balanced feedback, and a workplace free from enduring confusion and psychic pain, you, as a leader, must manage how your expressions affect others.

We also see the other end of the spectrum in our office, in "RAPs," or repressed anger professionals. Some RAPs keep negative feelings so boxed up that eventually the repressed emotions produce high blood pressure, anxiety and even stroke or heart attack. When RAPs finally decide to raise a complaint, they may



have been harboring it for weeks, months or even years. Individuals who tend to repress their feelings should be mindful that complaints of discrimination, and the attendant opportunity to mediate a conflict, are subject to regulatory time limits.

Employees who are yellers or screamers often arise in a culture that condones such behavior. It was indeed OK to yell at recruits in boot camp. In fact, it may be expected and accepted as part of military culture. However, in an embassy setting, the retired drill sergeant becomes an easy target for a hostile work environment complaint by civilians for whom management-by-volume is not acceptable.

Where do you stand between the raging and the repressed? We all have an idea of how we come across, but if you are getting feedback that you are at one of the extremes, you may need some honesty from those whose opinions you value and who have no reason to lie. If your inquiry is genuine, you may get the unvarnished truth.

Remember, you are in control of what the marquee says about you. Manage that publicity wisely for a blockbuster career. ■

A handwritten signature in black ink that reads "John M. Robinson".

Several cafeteria employees demonstrate their camaraderie in a group photo.
Photo by Constance Mayer



Hard Workers

HST cafeteria employs persons with disabilities

By Constance Mayer, chief, Arab-Israeli/North Africa Division,
Bureau of Intelligence and Research, and volunteer State Department recruiter

Employers and workplaces that welcome the talent of all, including people with disabilities, build an inclusive community and strong economy. The State Department has gradually increased its numbers of Civil Service and Foreign Service employees in diverse professional fields thanks to the efforts of recruiters and hiring officials.

In a similar spirit, a State Department contractor has expanded opportunities for employees with disabilities in food services. I.L. Creations, Inc. (ILC), which operates the cafeteria in the Harry S Truman Building, has numerous people with disabilities on its team. These workers wipe down tables and counters, clear tables and food service areas, and refill utensil holders and sugar and napkin dispensers. They've worked in the cafeteria since June 2009, when the Department and its former food services vendor responded to a General Services Administration initiative that sought to hire more adults with disabilities in federal buildings.

The cafeteria group is employed by MVLE, Inc., a nonprofit organization in suburban Virginia that provides employment opportunities and vocational services to adults with disabilities. MVLE Job Coach Johnnetta Graham works with the team, providing support and helping ensure job accuracy, work pace and quality. She and MVLE's other job coaches also help workers increase their independence, work skills and life skills so that they can truly engage with their community meaningfully. The coaches also help educate coworkers, employers and the public regarding disabilities, and

support the workers as advocates in their community.

Bill Bromley and Mick Rosenblatt manage the overall cafeteria operation for ILC, and say the Department's employees and cafeteria workers all welcome the MVLE crew members. Birgitta Drewes, support services division chief within the Bureau of Administration at the time the cafeteria contract began with ILC, said Department employees contacted her office to ask that the new vendor maintain its contract with the MVLE work crew. Rosenblatt said ILC never considered changing the arrangement, as his company sees the MVLE employees as a vital part of the team.

"The group is dedicated to its work; the employees do a great job and lift morale," he said.

August 2013 Department of Labor (DOL) statistics show the unemployment rates for adult Americans with disabilities was 14.1 percent, twice the overall unemployment rate for adults without disabilities. Partnerships such as that between MVLE, ILC and the State Department decrease that unemployment and show the commitment of ILC, MVLE and the Department to diversity and that employing individuals with disabilities is good business. To learn more about supporting employment of individuals with disabilities, visit www.whatcanyoudocampaign.org. The What You Can Do Campaign promotes positive employment outcomes for persons with disabilities. ■

Celebrating Citizenship

Passport office, USCIS highlight Constitution Week events

By Carl Siegmund, community relations officer, Bureau of Consular Affairs, Passport Services

On Sept. 17, now officially Citizenship Day and Constitution Day, and throughout Constitution Week, Sept. 16-23, the Department of Homeland Security's U.S. Citizenship and Immigration Services (USCIS) this year welcomed more than 18,000 new U.S. citizens at approximately 180 naturalization ceremonies nationwide.

A key reason new citizens give for wanting to gain citizenship is to obtain a U.S. passport, a process administered by the Department of State. Approximately 10 percent of the U.S. passports issued in each of the last two years were issued to first-time applicants who were born in a foreign country.

During Constitution Week 2013, officials from the Department's passport agencies and centers attended more than 20 ceremonies.

On Sept. 17, at the National Constitution Center, a museum devoted to the history and legacy of the Constitution, employees from the Philadelphia Passport Agency joined USCIS in welcoming 50 new citizens. After a Holocaust survivor spoke about her journey to the United States from Nazi Germany, new U.S. citizens received an invitation letter to apply for a passport at the Philadelphia agency within 30 days without making an appointment.

Many new citizens took advantage of the special invitation, according to the agency's customer service manager, Linda Schaidt. While some naturalized citizens are hesitant to give their Certificate of Naturalization back to a government employee so soon after receiving it, they are more eager to travel as a U.S. citizen for the first time and visit

relatives overseas.

"Even though [immigrants] are allowed to travel with a [Legal Permanent Resident Card] and foreign passport, having a U.S. passport is a huge priority," said USCIS community relations officer Carla Pendino, who works closely with the Philadelphia Passport Agency. "There is this nervous tension when [immigrants] want to travel and don't have their U.S. citizenship. We hear from many immigrants who wait until they are naturalized to travel because they want that U.S. passport."

Schaidt's counterpart at the Honolulu Passport Agency, Melissa Naguwa, said there is more pomp and circumstance surrounding naturalization ceremonies during Constitution Week and holidays such as the Fourth of July. On Sept. 17, Naguwa





and her colleagues attended a ceremony on the decommissioned USS Missouri battleship in Pearl Harbor. The agency usually invites new citizens to apply at its facility in downtown Honolulu, but for Constitution Week it accepted applications on board the battleship.

One of the most common questions newly naturalized U.S. citizens ask Department of State employees during the passport application process is: How do I document my children? On a recent afternoon in southern California, the Nijimbere family, who immigrated to the United States from a refugee camp in eastern Africa, waited anxiously to hear the answer.

The mother and father worried they could not afford to pay for Certificates of Naturalization for each of their seven children. The San Diego Passport Agency's customer service manager, Carole May, asked if the couple had documents to prove their relationship with their children. They did. When May explained that the children were also eligible to apply for a U.S. passport that day because they could derive U.S. citizenship through their parents, the parents broke down in tears. A charity organization that sponsored the couple's naturalization costs also offered to pay for the entire Nijimbere family to apply for U.S. passport cards.

"It was very touching to be able to say 'welcome home' to someone who chose to come to this country after years of hardship," said May.

For some employees at passport agencies, attending naturalization ceremonies brings back memories of their own journey to U.S. citizenship. Valentina Seeley, adjudication manager at the Detroit Passport Agency, emigrated from Romania (then part of the Communist Bloc) nearly 30 years ago. During law school, she chose to become a U.S. citizen. She would later practice immigration law and advise clients about the naturalization process.

"No one ever told me to apply for my passport right after I

naturalized," said Seeley. "The Department of State was a quiet partner in the federal government when it came to naturalization ceremonies."

Today, the Detroit Passport Agency visits ethnically diverse communities in southeast Michigan and conducts outreach to new citizens. Agency employees attend two to three naturalization ceremonies each week and answer questions from hundreds of new citizens about applying for a U.S. passport. There is more recognition now for the achievement of becoming a U.S. citizen, Seeley said.

Before becoming a naturalized U.S. citizen, passport specialist Inu K.C. worked as a Foreign Service national in the U.S. Embassy in Kathmandu, Nepal, receiving the 1993 Foreign Service National of the Year Award for her assistance to U.S. citizens in emergencies. Now employed at the National Passport Center, Portsmouth, N.H., K.C. said that, when accepting applications from new citizens today, she tells them of her immigration story. "I can feel their pride," said K.C., who was granted a Special Immigrant Visa in 2001.

In Miami, passport specialist Dalida Sainvil, who emigrated from Haiti, says she loves returning to naturalization ceremonies because they are beautifully orchestrated.

"They are like a wedding," said Sainvil. "Once the judge pronounces you a U.S. citizen, you can't help but tear up a little." ■

Above: After a special ceremony at Miami International Airport on Sept. 17, Miami Passport Agency staff accepted passport applications from naturalized citizens.

Photo by Miami Passport Agency

Opposite: The Nijimbere family displays their U.S. passport cards after the San Diego Passport Agency assisted them at a naturalization ceremony.

Photo by San Diego Passport Agency



One Team, One Mission

CA planning effort emphasizes coordination

By Jean Akers, analyst, 1CA Coordination Team, and Liz Aloisi, management consultant, 1CA Team

The Bureau of Consular Affairs' 1CA initiative seeks to enable the bureau to plan strategically as one team, with one global mission and a shared bottom line. In size, CA's workforce and worldwide presence—nearly 12,000 people spread throughout 28 passport agencies, more than 200 overseas posts and eight Washington, D.C., offices—resemble that of a large corporation. It has a similar scope, affecting foreign policy priorities and millions of U.S. and foreign citizens worldwide. The bureau offers many of the Department's most visible services, such as adjudication of passports and visas, and is almost entirely fee-funded. In FY 2012, CA generated more than \$3 billion in consular fee revenue, of which 78 percent was retained by the Department and shared among its bureaus.

In the past decade, CA has surmounted numerous challenges. Since 2006, CA has evacuated more than 30,000 U.S. citizens from crises in countries such as Lebanon, Haiti, Tunisia, Egypt, Libya and Japan. In 12 months in 2006-2007, CA's passport workload increased by approximately 50 percent. In the past year, it has responded to the President's call to support international tourism in the United States by keeping visa interview wait times at less than three weeks for more than 80 percent of applicants. Despite double-digit annual growth in visa demand, CA thoroughly scrutinizes every applicant for potential threats to national security.

Still, like the rest of the Department, CA faces budgetary and workforce planning constraints, increases in workload and challenges related to future crises. Against this backdrop, in November 2011, Assistant Secretary for Consular Affairs Janice Jacobs directed senior CA leaders to look at CA's global operations with an eye toward changing the way the bureau does business. This group, drawn from CA's domestic and overseas operations, shared her concern that the bureau's business model was unsustainable, and recommended that the bureau adopt a set of management principles to complement its existing CA Leadership Tenets. They also advised establishing a cohesive, unifying management framework to guide global consular operations and development of a set of tools managers could use to

improve day-to-day operations.

Jacobs agreed, and established "1CA: The Consular Leadership and Management Project." The name "1CA" embodies the view that all consular professionals are members of the same team, working together to carry out CA's global mission and using shared resources as judiciously as possible. Jacobs recruited a team of Foreign Service and Civil Service consular professionals and contracted management consultants to form the 1CA Coordination Team and lead the global rollout of a common management framework and toolkit.

As Jacobs put it: "To plan successfully for the next decade and function as one team with a shared mission, we have to focus on how we manage and equip our people with the tools they need to do their job."

1CA started with five new management tenets: think globally, plan strategically, create value, assess honestly and implement sustainably. These tenets focus on empowering teams, keeping perspectives broad and open, measuring work in meaningful ways and allocating resources based on business needs.

With the tenets as a guide, the 1CA team next introduced a management framework called "Balanced, SMART, and Lean." "Balanced" draws from a management methodology called "Balanced Scorecard" and represents a bureau-wide commitment to focus in equal measure on CA's people, customers, finances and processes. "SMART" goal setting stresses the need to set specific, measurable, attainable, relevant and time-bound goals aligned with broader bureau and Department objectives. "Lean" comes from the management philosophy "Lean Six Sigma" and emphasizes a commitment to create value at each step of a process and engage in a cycle of continuous improvement and innovation across all operations.

In May, the 1CA team launched the CA Management Toolkit, a "one-stop shop" of tools and simple templates to help consular professionals develop solutions to management challenges or plan new projects. Many of the tools, such as Project Charter, Process Mapping, Value Analysis and PICK charts, are prevalent in private industry

and other public-sector organizations such as the Department of Defense. The team also rolled out the CA Innovation Forum, an online community where the bureau highlights its most pressing management challenges, then crowd-sources ideas for innovative, sustainable solutions that can be shared worldwide.

Response to the Framework and Toolkit has been enthusiastic. In its first three months, the Toolkit site received 4,000 unique views and 1,500 unique downloads of 1CA resources. Users report results, which are posted on the Toolkit Success Stories blog for other consular professionals to see.

Often, the most visible results are improvements in process and operations. In Nogales, Mexico, consular manager Megan Phaneuf led her team in a SMART goal-setting exercise focused on reducing the number Consular Report of Birth Abroad (CRBA) applicants who showed up at the consulate unprepared. Phaneuf reported to 1CA that within two months of setting SMART goals and implementing a plan to achieve them, the team reduced the number of unprepared CRBA applicants from approximately 85 percent to almost zero, and lowered the time applicants spend at the consulate prior to interview from 90 minutes to less than a half hour.

At the U.S. Embassy in London, the American Citizens Services Unit, the busiest overseas U.S. passport unit, adopted 1CA practices to conduct a bottom-to-top review of workflow and procedures. The review resulted in significant gains in efficiency and customer service, such as halving processing times for applicants. "The result is a win-win in that the customer benefits from a more efficient process, while team members can see the results of their suggestions in action," said one London consular staffer.

CA believes bureau-wide use of a common framework and toolkit will ensure its complex global operations are sustainable, strategically aligned, and able to adapt rapidly to changing circumstances. By providing its team with a common framework for managing and leading, and rewarding innovation across the bureau, CA will be better able to fulfill its global mission.

As Jacobs told a group of consular professionals in October 2012, "We aren't trying to fix this bureau. We want to supercharge it!" ■



Consular Management

1CA improves domestic, overseas operations

By GERALYNN CORTES, assistant director, San Diego Passport Agency, and Morgan Parker and Ken Watt, consular section, AIT Taipei

The San Diego Passport Agency participated in a week-long pilot test of the CA Management Framework and Toolkit before those offerings were rolled out to the bureau. The test's team of key agency management staff focused on minimizing wait times for passport customers, and used the 1CA toolkit to develop a strategic plan, establish measurable goals and implement solutions for better-quality customer service. As a result, customer wait times during peak hours were cut to an average of 30 minutes, resulting in increased appointment capacity and higher customer volume.

Meanwhile, at the American Institute in Taiwan (AIT), consular management used this year's Consular Leadership Day to apply 1CA to its workflow and review workload management. The consular chief and acting American Citizen Services (ACS) chief challenged the Non-Immigrant Visa (NIV), ACS and Immigrant Visa units to work together on a process-mapping exercise in which employees diagrammed the workflow in their units.

The exercise helped each team in different ways. The NIV unit focused on steps in an NIV case and realized efficiencies by rationalizing the steps' order. Mapping a passport application in the ACS unit gave new employees a better understanding of how each part of the process affects the group. Some more experienced ACS officers said they never fully appreciated how many steps are required for the local staff to prepare a case for officer adjudication. In the weeks since, the ACS unit has used the 1CA Toolkit to improve the intake process and reduce backlogs for passport services.

Consular managers said the 1CA management tools helped the team craft innovative solutions and find innovative ways to become one team.



Above: From left, CA's Ben Ousley-Naseman, Lisa Pittman and Ebony Jackson use the PICK Chart tool to prioritize ideas. **Top Right:** Magda Miranda, from Passport Services, works with Jill Larsen, from the Office of Overseas Citizens Services, to complete a Responsible, Accountable, Consulted and Informed Matrix, which helps clarify roles and responsibilities for specific tasks on a project.

Photos by Esperanza Tilghman

Promoting Teamwork

Consular Team India develops the next generation

By Benjamin Hesprich and Shoshauna Clark, vice consuls, U.S. Embassy in New Delhi

For Consular Team India (CTI), the secret to adjudicating 750,000 nonimmigrant visas (NIVs) each year is simple: Make professional development and training a priority, and build a strong team in the process.

According to Mission India's Minister Counselor for Consular Affairs Julia Stanley, CTI's team-based approach to consular work means "we focus extensively on constant improvement through exchange of ideas and training." By making time to train, the "visa mill" mentality sometimes associated with high-volume consular sections is replaced by a culture of innovation, teamwork and productivity.

Training is so important that Consular Team India closes its doors to the public one day every month and focuses exclusively on professional staff development, providing the know-how and motivation to handle high-volume workloads. CTI goes beyond staid lecture-based lessons. "We use examples of excellence from institutions in our consular districts as inspiration for improving operations," said New Delhi Immigrant Visa Chief Jerry Kalarickal.

For example, Consulate General Hyderabad's consular team visited managers at a local Fortune 500 company facility. Based on what they learned, the team implemented changes that increased staff motivation. On another occasion, Hyderabad staff gained management insights from studying how a local restaurant can serve 7,000 plates of biryani (a spiced rice dish) a day and still get rave reviews from customers. Consulate General Mumbai, which issues the second-highest number of C1/D visas in the world, invited the director of one of the largest seafarer training academies in India to explain the career path of merchant marines, information that helped visa adjudicators make better decisions.

For CTI, training days are only the beginning of professional development. Shoshauna Clark, the New Delhi consular section's training representative, said the mission's team-based approach "means investing in the longest serving members of CTI—the Locally Employed [LE] Staff." Since 2012, LE Staff, including 20 this year, have been getting opportunities for temporary duty assignments to other CTI posts, where they share best practices and harmonize operations.

The exchanges, said Consulate General Kolkata Consular Chief Wendy Kennedy, "help LE Staff build that personal connection [among themselves] that they can use when they want guidance on how things have been done elsewhere." For example, impressed by Consulate General Mumbai's green initiatives, New Delhi LE Staff



At Consular Family Night 2013, American and LE Staff dance to a Bollywood song for 100 guests.

Photo by Embassy New Delhi

member Paramjeet Kaur returned with a recommendation to use less paper in visa processing. Similarly, Mayur Shah, a Mumbai LE Staff member, advised New Delhi staff on a new way to handle passports.

With visa workloads in India expected to grow at up to 10 percent annually over the next decade, CTI must be able to measure, analyze and report key visa metrics. So it sent staff from Hyderabad and Mumbai to management training courses at local business schools, helping them gain the skills needed to perform this work.

CTI also launched Writing Bootcamp, a 10-week writing master class. So far, six LE Staff have benefited, improving their grammar and learning to draft memos, talking points, summaries and cables, all in a mock consulate environment. For their final exam, the students drafted, cleared and sent cables to Washington, some of which were featured in the "Staffer's Picks" section of Assistant Secretary Janice Jacobs' blog: <http://cas.state.gov/canotes>. Mansi Gupta said "it was an awesome feeling" when she learned her cable might be highlighted on the blog.

"Writing Bootcamp is something you would not get from any other training here, and I have never heard it done anywhere else in the world," said New Delhi Senior LE Staff member Rakhi Singh. "LE Staff here are



seeing their colleagues write and are getting inspired to do the same.” CTI plans to expand the program in 2014 to accommodate LE Staff from all CTI consulates. CTI posts have increased staff recognition efforts. New Delhi’s consular section, for instance, formed an Employee Recognition Committee (ERC) in 2010 to boost morale and incentivize innovation. The ERC’s tiered structure of recognition initiatives ranges from weekly “kudos” email messages to an annual award banquet that recognizes staff accomplishments. At this year’s banquet, consular staff members were recognized for embodying the 15 consular leadership and management tenets. Suresh Madan, a senior LE Staff member from New Delhi, said the award ceremonies and other events “really inspire people to go the extra mile, and it is a great honor to be recognized in front of our counterparts and family members.”

CTI’s organizational culture builds a strong cross-cultural team, which celebrates important American and Indian events together. The result is a team whose members trust one another and value different perspectives. In Mumbai, officers and LE Staff celebrated the nine-day Navratri festival for the goddess Devi by wearing the correct colors on each day. In New Delhi last November, LE and U.S. staff put on a short play to commemorate Diwali, the festival of lights, by retelling the story of King Rama’s victory over the demon king Ravana. This year, Hyderabad staff took an improvisational acting course at a South Indian film studio.

The course, according to Hyderabad NIV officer Sage Moon, gave officers and LE Staff the chance “to learn about themselves and each other, as we were all pushed outside our comfort zones. We got a glimpse of the local film scene, and learned some creative communication techniques.”

At New Delhi’s Consular Family Night in 2012, Ambassador Nancy J. Powell recognized the value of consular work and the post’s family-friendly employment opportunities, and attendees saw a dance performance choreographed by a team of Indian and American consular staff.

CTI’s attention to training, professional development and teamwork not only increases work efficiency; it increases staff retention and motivation.

As New Delhi Consul General Cynthia Haley puts it: “The resources used to create and sustain CTI are well worth its results in increased production, greater consistency, enhanced customer service and more rewarding work experiences.” ■



Top: Shiksha Yadav and Benjamin Hesprich were among the American and LE Staff celebrating the Indian holiday of Diwali by acting out a play commemorating King Rama’s victory over the demon king Ravana. **Bottom Left:** Embassy New Delhi consular staff take part in a yoga lesson during a monthly training day.

Photos by Embassy New Delhi



Getting ready to ride to work are, from left, Will Dickson, Minela Mahmutovic, Jeff Pardey, Stig Amdonsen, Torben Nielsen, Rene Streander, Henrik Jepsen, Travis Sevy and Colleen Traughber. Photo by Ewa Dickson

Wheel Powered

Embassy promotes bike commuting

By Ewa Dickson, Community Liaison Office coordinator, U.S. Embassy in Copenhagen

The cycling infrastructure and passionate biking culture of Denmark is positively affecting the U.S. Embassy in Copenhagen, as several embassy offices promote biking to work and more than a quarter of employees have taken up the challenge.

Denmark has more than 400 kilometers of bike lanes, tightly connected to forms of public transport such as trains and buses. One of the world's most bike-friendly cities, Copenhagen is a place where 36 percent of the population commutes to work or school regularly by bike.

"I love biking in Copenhagen," said embassy officer Colleen Traughber. "Biking is not just transportation; it's a way of life, great exercise and fun. Since Copenhagen is so biker-friendly, I can get to where I need to go fast and in style."

The embassy's fleet of five loaner bicycles can be used by any employee for work-related purposes, and many employees prefer them to cars or public transportation because they're more time efficient, healthier and better for the environment.

More than 25 percent of embassy staff are regular, year-round bike commuters, and about 10 percent are occasional bike commuters. American employees Alistair Borchert, Erin Curtis, Will Dickson, Ken Kresse, Travis Sevy and Tom and Kirsten Selinger commute 15 to 25 kilometers daily, even in the cold, snowy winters. Those who live close to the chancery (Traughber, Janice Anderson, Judy McGinley, Tom Mostoller, Lara and Pete Lehmkuhl) could easily walk or use public transportation, but choose to bike.

For the second year in a row, the post, led by the Community Liaison Office (CLO), participated in the Danish national Bike to Work Campaign in May. In the past, a few Locally Employed Staff had sought unsuccessfully to interest embassy employees in the campaign, said Philip Holten, public affairs assistant.

Since 1997, the Danish Cyclist Federation and Danish Company Sports Association have organized and promoted the Bike to Work event, which occurs annually in May and boosts bicycling for commuting and daily transportation while promoting health and reducing the environmental impact of exhaust emissions.

This year, the number of embassy participants increased to 25 from last year's meager 12, and Mission Copenhagen's Vikings 1 and

Vikings 2 teams both exceeded 2,000 kilometers to finish among the top 25 percent of participants in total commuting distance.

Embassy employees are increasingly enthusiastic about the event. "Even though I try to commute to work on my bike regularly, being a part of our embassy team during this campaign increased my motivation to commute to work daily," said Navy Captain Alistair Borchert, Defense attaché.

"I usually commute to work on my motorcycle," said Rene Streander, systems manager for Detachment 1, 21st Contracting Squadron, "but this was a great opportunity to get some extra exercise while at the same time cutting down on carbon emissions." For many Danes who work at the embassy, biking is second nature. Julie Grønlund, public affairs administrative assistant, said she has used her bike daily for most of her life. "Growing up without a car, cycling was always the natural alternative to public transportation whenever we went anywhere," she said. "Today I have taken that to heart, not only because biking in Copenhagen is really convenient but also because it's a good way to sneak in a bit of exercise on a daily basis."

She even rode to the hospital to deliver her son, who is now a year and a half old and rides a tricycle. He also enjoys riding on his mother's bike, in his seat on the back.

In Copenhagen, the transportation infrastructure for bikers is well ordered and maintained. "We arrived in Copenhagen with an eagerness for biking opportunities, but what we saw and experienced definitely exceeded our expectations," said Political Officer Ken Kresse. He loves it, though he said he was a bit intimidated at first by the seriousness and speed of Danish bikers.

"It has been almost two years now that I have been regularly biking about 8 kilometers each way to work," he reported. "This summer, two of my children (ages 8 and 9) join me each morning and afternoon on the bike commute to summer camp, conveniently located right across from the embassy. When we are on the bike paths, it makes us feel as if we are part of the Danish community."

Bikers must follow traffic signs and rules, so the CLO is organizing a bike safety seminar for embassy employees and families. Who knows, there may even be a third Vikings team in the next year's Bike to Work event. ■

Simon Trust Grants Help in Three Nations

By Thomas Brouns, former economic and commercial officer, Embassy Windhoek; Martin Bushue, electrical engineer, Embassy Vientiane; and Jameson Debose, former consular officer, Embassy Bangkok

In nations as diverse as Namibia, Cambodia and Thailand, grants from the J. Kirby Simon Foreign Service Trust have helped local children.

In Namibia, a \$3,000 grant from the trust helped a staffer of the U.S. Embassy in Windhoek provide a sports field for a local school. “The teachers are so happy; now the students have a place for physical education, and the soccer team has a field on which to practice,” said principal Ottilie Abrahams, who founded the school in 1985.

The high school serves disadvantaged Namibians and has an after-school sports program for 30 at-risk youths under age 14. Former economic officer Tom Brouns ran the program for two years while his wife and two daughters provided other educational activities.

To provide space for games like kickball and ultimate Frisbee on school grounds that were covered by scrub brush and rocks, Brouns, now vice consul in Chennai, obtained the grant and had a heavy equipment operator level an area the size of two football fields. The school’s students then cleared out big rocks by hand, leaving a large, flat gravel area that accommodates high school soccer matches and other sports.

In Cambodia, a nonprofit called Cambodian School Kids, started by Martin and Sharon Bushue, has boosted some former street children into the work force by helping them gain a high school education. The nonprofit used two Simon Trust grants, one in 2006 of about \$3,500 and one in 2007 of about \$2,500, to transform itself into a registered nonprofit that works to educate street kids.

While assigned to the U.S. Embassy in Phnom Penh with the Bureau of Overseas Buildings Operations during the construction of the new embassy in 2003, the Bushues enrolled 20 street youths who

had been begging on the street in local trade and public schools. They worked hard and jumped a couple of grades by examination. Most of the youngsters, ages six through 13, stayed in school, and in 2012 and 2013, three girls graduated from high school. Two more children are ready to graduate next year.

One student, Youra Moeun, was accepted at Montana State University, where she arrived in August, and hopes to major in biochemistry.

In Bangkok, nearly 100 volunteers from the U.S. Embassy worked with \$3,263 in Simon Trust funding this summer to repair the Ban Kru Noi Child Development Center. Since 1980, the center has provided daily meals to preschoolers, lunch money for school-aged children and extracurricular programs to keep children off the street and in the classroom. The center prepares about 20,000 meals yearly, but its kitchen had a collapsed roof and ceiling. Missing tiles and a makeshift gutter over a central walkway let in rain.

The embassy’s quality of life committee garnered volunteers from among the more than 50 agencies at post to clean the center’s grounds, repair the roof and ceiling, fix a front gate and paint walls. In addition, they gathered foodstuffs, school supplies, children’s toys and other goods through an embassy-wide drive.

The facility’s founder, Kru Noi, called the effort “a miracle in my life.” Volunteers said the experience enriched them, and two postings to the embassy’s Facebook page about the project gained tens of thousands of views, likes and comments.

The J. Kirby Simon Foreign Service Trust is a charitable fund established in memory of Kirby Simon, a Foreign Service officer who died in 1995 while serving in Taiwan. The trust expands opportunities for community service, professional fulfillment and personal well-being of Foreign Service employees and their families, and is funded with contributions from Kirby Simon’s colleagues, friends, relatives and others. ■



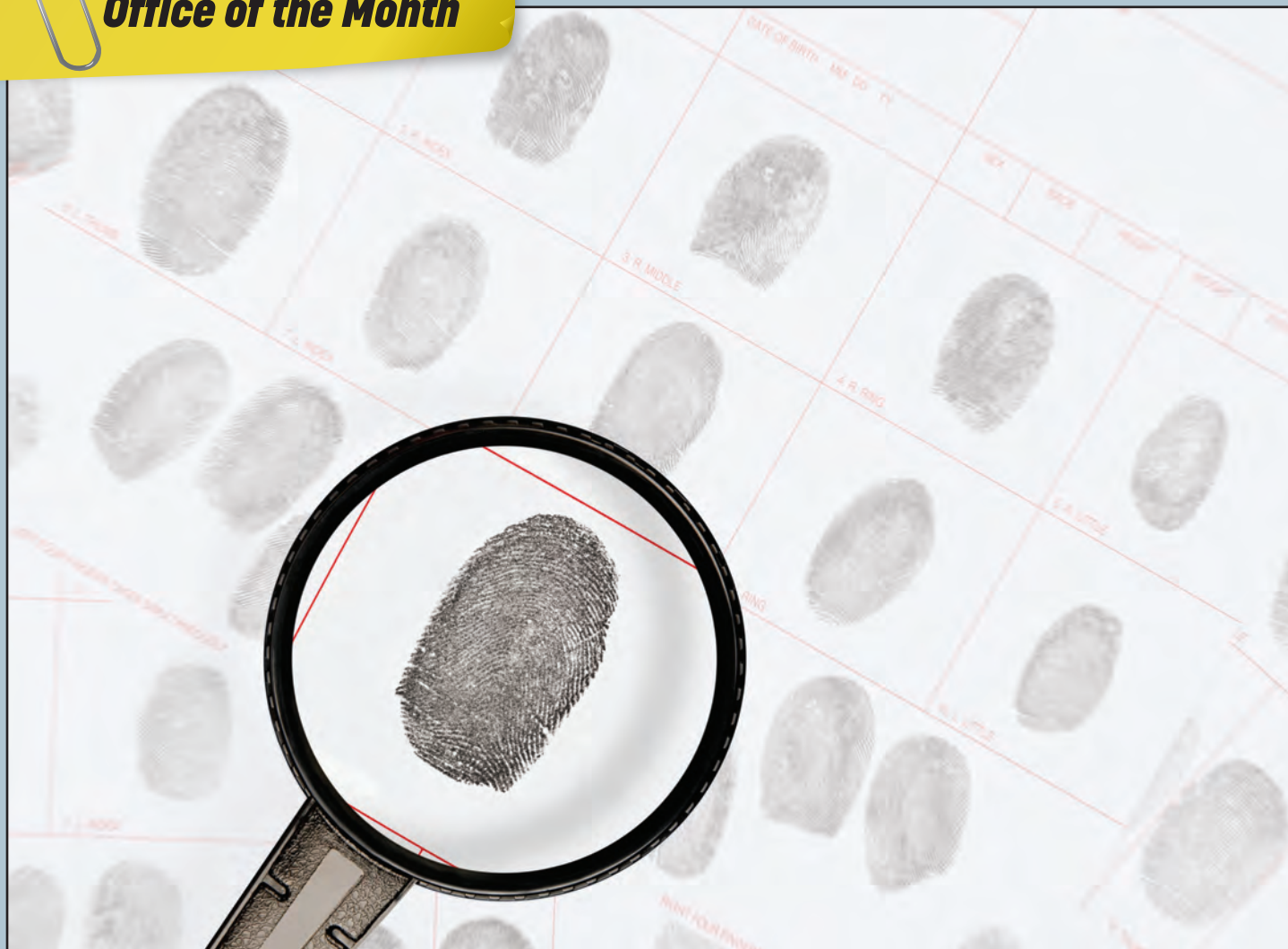
Left: Children play soccer at the new field at the Namibian Women’s Association Resource Center.

Photo by Tom Brouns

Below: Ambassador Kenney, center, arm extended, stands beside Kru Noi, surrounded by members of the embassy Quality of Life Committee in Bangkok.

Photo by Na Songkhla Korajak





Nowhere to Hide

Office helps law enforcement snag fugitives overseas

By Pooneh Mianabi, manager of the DSS Most Wanted program,
Criminal Investigative Liaison Branch, Bureau of Diplomatic Security

In April 2012, a third-grade teacher at an exclusive school in Washington, D.C., replaced Osama bin Laden on the FBI's Ten Most Wanted list. Less than a year later, special agents of the Bureau of Diplomatic Security (DS) helped locate this accused child pornographer and bring him back to the United States to face justice.

His case was one of the hundreds of international fugitive returns that DS is involved in every year. When law enforcement agencies pursue fugitives in foreign lands, they enlist the expertise of DS special agents because no other federal law enforcement agency has such an extensive global reach. The DS global network comprises special agents posted at 275 diplomatic missions in more than 170 countries who work closely with their foreign service national investigators to partner with foreign law enforcement agencies, local organizations and community leaders.

Local, state and federal agencies, such as the U.S. Marshals

Service (USMS), Federal Bureau of Investigation (FBI) and the Drug Enforcement Administration, reach out to DS when conducting on-the-ground, international investigations. The office that handles these organizations' requests is the Criminal Investigative Liaison (CIL) Branch within the Criminal Investigations Division of DS. With its 16-person unit of special agents, investigative analysts and an administrative assistant, CIL is the clearinghouse for all law enforcement requests for international assistance. Until recently, CIL was led by Bart Brown, who helped grow the office into what it is today.

The accused child pornographer, Eric Toth, for instance, had evaded authorities for years after being charged with producing child pornography in 2008. When a tip revealed his possible whereabouts in Nicaragua in April, the FBI contacted CIL to enlist DS help in locating, apprehending and returning Toth to the United States. The

regional security office (RSO) at the U.S. Embassy in Managua and Nicaraguan law enforcement officials coordinated with CIL in pursuing investigative leads, conducting interviews and providing information that led to Toth's capture by Nicaraguan authorities.

Another recent high-profile case involved DS assisting the USMS in capturing one of its 15 most wanted fugitives, Miguel Torres, who had gone into hiding after being accused of murdering his wife in Pennsylvania in 2005. Efforts by U.S. law enforcement to locate him proved fruitless. Then, in February, Torres showed up at the Embassy of the Dominican Republic in Rome, Italy, to apply for a passport under an assumed identity. Shortly thereafter, USMS officials confirmed Torres' real identity, but they had no mechanism to reach out to Italian authorities to have him arrested. They contacted CIL, which connected them with the RSO at the U.S. Consulate General Milan, which worked with

Italian law enforcement officials to pursue and apprehend Torres.

Many fugitives like Toth and Torres have been able to hide overseas for years under assumed identities. That will become more difficult with the newly created Diplomatic Security Service's Most Wanted Program, featured on the State.gov website. Since launching the public website, DS has received tips on the whereabouts of some of the most dangerous fugitives in the world. This program currently tracks more than 500 active warrants for passport and visa fraud. While aggravated identity theft is not the type of crime typically featured on primetime television, it often enables criminals to slip through the fingers of law enforcement.

In 2012 alone, CIL handled close to 6,000 requests for assistance, including approximately 2,800 verifications of arrest warrants in support of the passport-issuance process, approximately 1,500 formal requests

from outside agencies and almost 1,000 miscellaneous requests, such as passport and visa checks pertaining to criminal investigations. Through the coordination provided by CIL, DS has assisted foreign, federal, state and local law-enforcement agencies with international investigations.

The most impressive element in CIL's repertoire is its International Fugitive Return Program. In 2012, CIL coordinated the return of 229 international fugitives. With 200 fugitives returned as of September, CIL is on track to surpass its 2012 record.

"To handle the evolving international criminal environment, DS has strategically committed its vast resources for the coordination, apprehension and return of criminals to justice," said Supervisory Special Agent Anthony Walker, who oversees the DS Fugitive Unit. "We are geographically positioned to hold fast to our motto: 'Vigilance beyond borders.'" ■



Clockwise from Left: Special Agent Blake Hayes verifies INTERPOL Red Notices for regional security officers worldwide. *Photo by Pooneh Mianabi*; DS Special Agent Andrew Griffith briefs a group at the National Sex Offender Targeting Center on DS involvement in Toth's capture. *Photo by Andrew Griffith*; DS Supervisory Special Agent Anthony Walker, left, DS Special Agent Andrew Griffith, right, and the author discuss the addition of several fugitives to the DSSMW list. *Photo by Sara Arabian*



Post of the Month

Pristina

U.S. helps heal wounds in Kosovo

By Jeremy Faber, community liaison officer, and Doug Morris, member of household and published author, U.S. Embassy in Pristina, Kosovo





In Prizren, near the Old Stone Bridge, paper airplanes flew as part of an art installation for Kosovo's 2013 international film festival.

Photo by Kanishka Gangopadhyay



When people think of Kosovo, they may recall images of its 1999 war with Serbia and the ravages of ethnic cleansing. But in 2013, Kosovo's fifth year of independence, those images have been replaced with one of a vibrant state on its way to becoming a stable, multi-ethnic society.

Today's Kosovo is a great place to live and work. A café culture abounds in the capital of Pristina and other major towns, where citizens of every stripe mix and mingle and some of the world's best macchiato flows freely. In the countryside, children from adjoining Serbian and Albanian villages are finding common ground through U.S.-sponsored programs. The U.S. Embassy in Pristina plays a significant role in helping to make all of this happen as it participates in the creation of Europe's newest country.

Things Americans take for granted, such as a constitution, treasury, congress and functioning judicial system, had to be created in Kosovo. So the U.S. Office in Pristina, established following the end of the region's 1999 ethnic conflict, went to work. Along with other countries and international organizations, the office helped Kosovo transform from a province into a sovereign country. With Kosovo's declaration of independence in 2008, the office became an embassy.

As one local citizen said, "When we thought the world had forgotten about us, when we imagined that even God had abandoned us, the U.S. came to our rescue." U.S. assistance continues to be celebrated every year in the annual "We Love U.S.A." festival.

"Kosovars and the Kosovo government greatly appreciate the support and guidance they received from the U.S. and other countries," said Deputy Chief of Mission (DCM) Kelly Degnan. "They continue to be enthusiastic partners, motivated to see their country stable and prosperous. Some of this is completely new for them, though, and they realize they still need our help."

A key to success has been the embassy's 350 Locally Employed Staff, many of whom have been with the post since the early postwar days.



They help the American staff understand the deep scars that still divide Kosovo's ethnic communities and fashion effective initiatives to begin the healing process.

It's a team effort. Embassy representatives from the departments of State, Justice, Treasury and Defense, as well as USAID, are working with Kosovo officials to build new ministries and legal infrastructures. Kosovo's recently enacted state-of-the-art civil and criminal procedure codes are the result of more than a decade of work by Department of Justice advisors. State and Justice programs are helping to grow effective, citizen-run organizations that address community issues democratically and improve local responses to challenges, such as human trafficking, domestic violence and economic development. In September, Ambassador Tracey Jacobson and Kosovo's president signed an agreement paving the way for Peace Corps volunteers in agriculture and English language teaching next summer.

To address the lack of even a single functioning bank in Kosovo after the war, USAID founded the American Bank of Kosovo, which was sold to an Austrian bank after seven years of successful operation. The proceeds were used to establish a trust fund that supports university-level scholarships for promising students through the Kosovo American Education Fund. With 75 percent of Kosovars under the age 35 and unemployment exceeding 45 percent, educating Kosovo's youth is of paramount importance.

The U.S. Treasury also lent a hand by providing technical assistance to help guide Kosovo's first domestic debt offering. "As a developing country, the establishment of a domestic debt market is crucial not only for the government but for the financial sector," said Economic Officer Andrea Tomaszewicz. "A domestic debt market is a standard tool of fiscal and monetary policy for governments, and a sign of Kosovo's growing economic maturity and stability." Treasury advisors embedded in the Kosovo government have helped establish a first-rate banking and financial system, develop an insurance and mortgage infrastructure, and tackle money laundering, corruption and organized crime.

The USAID Mission in Kosovo has initiated effective programs in areas ranging from democracy and economic growth to minority rights, youth and education. With support from USAID and the entire embassy, Kosovo's president—one of the world's few female presidents—organized the region's first International Women's Summit, attended by former Secretary of State Madeleine Albright and former



On Let's Do It, Kosovo! Day, Embassy personnel and local citizens joined to clean up trash in public areas throughout Kosovo.

Photo courtesy of Business Enabling Environment Program



Photo by Andreas Welch

Kosovo celebrates its independence with the iconic NEWBORN sculpture in the city center.

Ambassador-at-Large for Global Women's Issues Melanne Verveer. Former Secretary of State Hillary Clinton's video remarks launched the summit. The Clintons are beloved in Kosovo, where a life-sized statue of President Bill Clinton stands in the center of Pristina and streets all over the country are named for him.

Promoting human rights is a prime embassy focus. USAID's New Opportunities in Agriculture program focuses on women, and has helped a village of war widows survive and prosper by funding an agricultural cooperative that produces a popular *ajvar* (roasted red pepper puree) brand available in most grocery stores. Embassy events help raise awareness of LGBT rights, a traditionally taboo subject, but now a hot topic.

Integrating Kosovo's minority Serb community is a pressing challenge, and getting it right is critical to Kosovo's future. The war deeply divided Kosovo Serbs and Albanians, and left painful scars and lasting distrust. Entire villages were razed, women and men brutalized, and hundreds of thousands of people forced to flee their homes during the freezing winter of 1999. The memories of the crimes and hardships from that time and earlier decades of oppression will not fade quickly. Since the war, Kosovo has adopted a constitution and laws that are among the most advanced in Europe in guaranteeing minority rights, but implementation remains a challenge. The United States and other donors are helping foster the good will needed to restore trust and build a more promising future for all of Kosovo's citizens.

There has been encouraging progress in recent months. The European Union-facilitated dialogue between Kosovo and Serbia produced a milestone agreement in April to normalize relations. Leaders in both countries chose to look forward toward their long-term future in the EU, rather than stagnate in their contentious past. Implementing the agreement requires further difficult compromises by both countries, and Embassy Pristina's top priority is helping Kosovo find creative approaches to fully integrate all its citizens and improve relations with Serbia.

If this sounds like hard work, it is. But there is fun to be had as well. Embassy Pristina's public diplomacy officers promote U.S. interests in creative ways by hosting girls' soccer tournaments, winter sports programs and community theater groups, all with an inter-ethnic focus. USAID's Basic Education program recently held a classroom makeover contest to upgrade rural schools and incorporate the latest technology in the curriculum.



Top: Prizren's Old Stone Bridge lies before the snow-capped Sharr Mountains, the border with Macedonia.

Photo by Jeremy Faber

Above: Former Secretary of State Hillary Clinton and Minister for European Integration Viora Citaku at Pristina Airport as Ambassador Tracey Ann Jacobson, center, looks on.

Photo by Ellie Teichman

The Monastery of Decani in Decan is a UNESCO World Heritage site.
Photo by Ernest Gjinojci

Opposite: Youngsters celebrate the September 2012 opening of the Youth Park at a Kacanik cultural center that is home to a youth council whose members painted the murals on the center's exterior.
Photo by Flora Smith





The embassy's support has not gone unnoticed. As DCM Degnan said, "It still surprises me to see so many American flags flying all over Kosovo. Almost every blue and yellow Kosovo flag has America's red, white and blue right next to it." Pristina Municipality holds a July 4th street party in the city center honoring American independence. It is common for Americans living in Kosovo to be randomly thanked by strangers for their country's support during and since the conflict. Many Kosovars got their start in business, government, the media or civil society thanks to U.S. government initiatives.

The image of Kosovo as a dangerous war zone is obsolete. The conflict has been isolated to a small area and largely stabilized. There is very little street crime. With improved security, the embassy moved to fully accompanied status last year. What was once a singles post is becoming a diverse community that includes every type of family. But limited health

care and education services rule out Kosovo as an option for some.

Many of the comforts of home can be found in Pristina, and if they can't, it is a short flight or drive to larger cities in the region. And for those who like great seasonal produce and street food on a budget, Kosovo is still among the least expensive places in Europe.

On Feb. 17, throngs of people gathered around NEWBORN Monument, one of Pristina's iconic sites, to celebrate the nation's fifth anniversary of independence. Parents hoisted children on their shoulders to catch a glimpse of the monument, freshly repainted with the flags of all the countries that now recognize Kosovo's sovereignty. More than a few tears of joy were in evidence. Kosovars are proud to have their own country, and the U.S. Embassy is pleased to be helping Europe's newest state find its place in the community of nations. ■



Post of the Month



At a Glance

Kosovo

Capital: Pristina

Government type: republic

Area: 10,887 sq km

Comparative area: slightly larger than Delaware

Population: 1,847,708

Languages: Albanian, Serbian

Religions: Muslim, Serbian Orthodox, Roman Catholic

GDP per capita: 2,721 euro in 2012 (3,690 USD est.)

Export partners: Italy, Albania, Macedonia, Montenegro, Germany

Export commodities: mining and processed metal products, scrap metals, leather products, machinery, appliances, prepared foodstuffs, beverages and tobacco, vegetable products, textile and textile articles

Import commodities: foodstuffs, livestock, wood, petroleum, chemicals, machinery, minerals, textiles, stone, ceramic and glass products, electrical equipment

Import partners: Germany, Macedonia, Serbia, Turkey, China

Currency: euro

Internet country code: .xv, kv

Source: The World Factbook

Summer Memories

Youth exchange brings jobs, friends, travel

By Nicole Deaner, managing director, Office of Private Sector Exchange, Bureau of Educational and Cultural Affairs, and Kristen Handley, special assistant to the bureau's DAS

In a typically busy day in her Baltimore Country Club job, Lavinia, a recent participant in the Department's Summer Work Travel (SWT) program, took customers' lunch orders and helped the sous chefs, program participants from Macedonia. In her off hours, she shopped and went to Orioles baseball games and movies with her new American friends. After three months as a waitress, she spent a month traveling in the United States, then returned home to France to continue her university studies.

Under the 50-year-old SWT program, tens of thousands of university students like Lavinia come to the United States each year to improve their English, hone professional skills and connect with Americans. The program has nearly 50 U.S. private-sector sponsors, who provide temporary seasonal jobs at restaurants, hotels, resorts and amusement parks.

Part of the Exchange Visitor Program of the Bureau of Educational and Cultural Affairs (ECA), SWT provides U.S. missions access to the important and hard-to-reach youth demographic. Participants, all under age 30, come from around the world to immerse themselves in American society. They are placed in jobs requiring direct interaction with Americans, thus improving their English, and learn such concepts as entrepreneurship, management, teamwork and business ethics. They return home with marketable skills and lifelong friends, and many become leaders.

The private-sector sponsors must provide cross-cultural programming outside the workplace. One sponsor combines a nationwide volunteer initiative with cultural exchange in participants' communities. Participants also organize their own activities, such as visiting U.S. national parks, participating in holiday celebrations with American families or traveling to new cities.

SWT students are also invited to participate in community service projects, and many see volunteerism as one of SWT's most important lessons. One sponsor organized a trip to Mount Rushmore, where participants picked up trash around the grounds.

"It's a really amazing feeling to be here and feel a part of this country," said Yeigit, a Turkish participant. "Also, to be at Mount Rushmore is exciting because it's a historical place for you, for American citizens."

In a typical day, 75 SWT lifeguards at a pool in Fairfax, Va., engaged in swimming drills, contests and pool games as part of the pool's Lifeguard Olympics. The competition also involved a food drive in which each participant delivered two food items to a nearby food bank. Afterward, several said they wanted to do community service in their home countries.

That is exactly what SWT alumni are doing in Macedonia: reaching out to Macedonian youth. They speak about their exchange experience, encourage others to take part and promote entrepreneurship, volunteerism and leadership. SWT alumni Viktor Mitevski and Marko

Georgievski said many alumni in Macedonia hold important positions, have businesses or are active contributors to the nation's democratic development.

Mitevski called SWT "a life-changing experience" in which participants "are positively changed and have grown up into more responsible, hard-working, honest and more disciplined persons."

Over the past summer, ECA's Office of Alumni Affairs awarded the SWT Alumni Association Macedonia an Alumni Engagement Innovation Fund grant for its "Let's Fund It" project, which will help 200 Macedonian youths identify economic opportunities and stimulate innovation through implementation of the nation's first crowd-funding platform. The group this year also won a grant from the Fund for Innovation in Public Diplomacy to train students in practical business skills and cultivate entrepreneurship.

The association is engaging with the U.S. Embassy in Skopje, prospective and past SWT participants, Macedonian businesses and local leaders in projects that it says will bring Macedonia the best of what alumni learned as SWT participants.

The SWT program is a tremendous opportunity to increase U.S. global engagement, but it requires diligent management by the Department and private-sector sponsors. New Department initiatives and improvements should ensure that the program achieves its public diplomacy purpose and that private-sector sponsors fulfill their responsibilities.

"We are moving in the right direction with the reforms made in 2012 to the program, particularly the enhanced monitoring and





Clockwise from above: In Lorton, Va., SWT lifeguards proudly display the results of their food drive, which helped gather 500 pounds of nonperishable food for the Capital Area Food Bank; SWT participant Lavinia prepares to serve guests at the Baltimore Country Club. *Department of State photos*; Deputy Assistant Secretary Robin Lerner, center, gathers with participants during a SWT leadership summit in Washington, D.C. *Photo by Mary Kate McKenna*; SWT lifeguards in Fairfax, Va., compete in the Lifeguard Olympics. *Department of State photo*



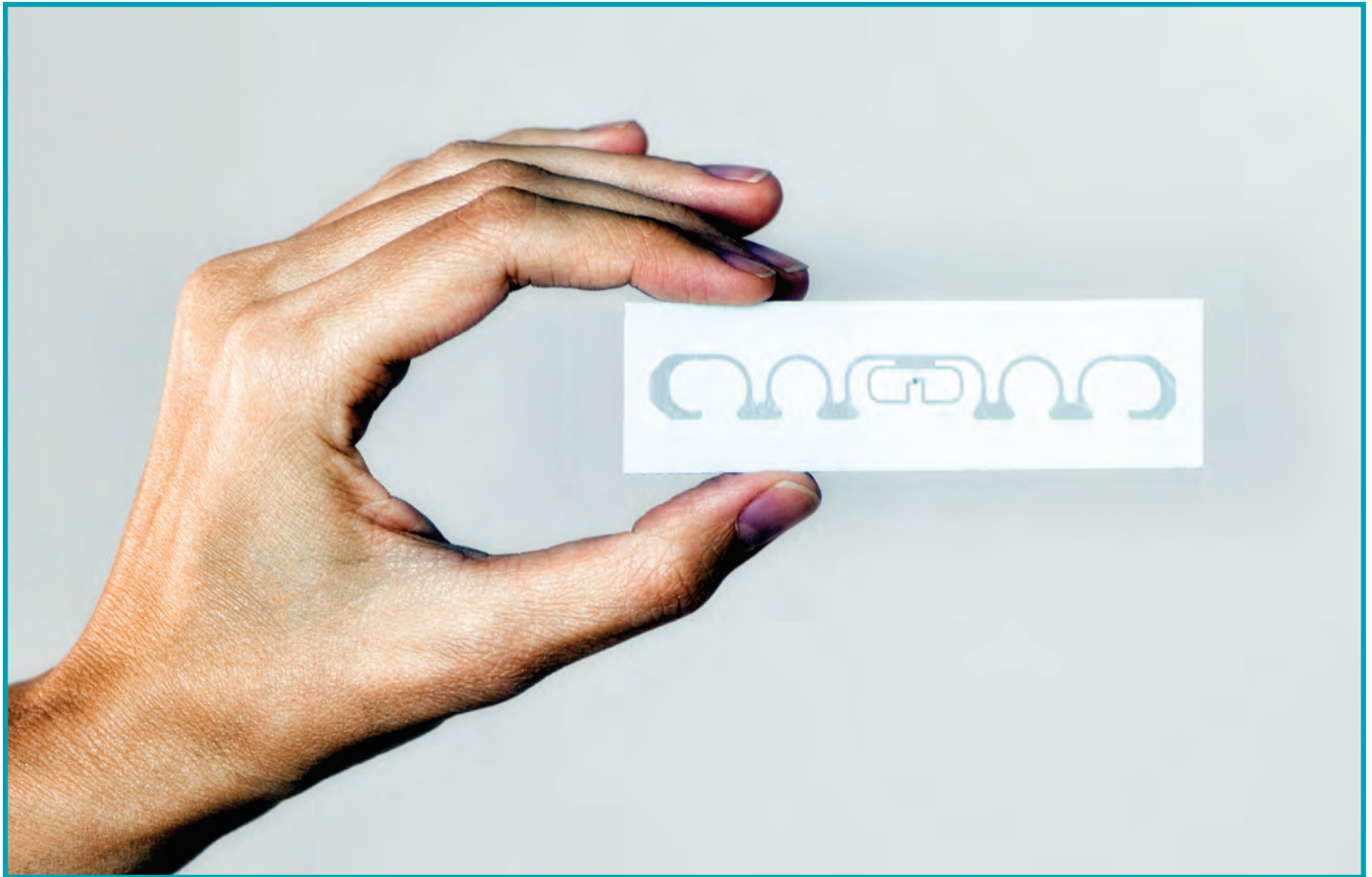
oversight responsibilities on the part of U.S. private-sector sponsors and the Department,” observed Robin Lerner, deputy assistant secretary for Private Sector Exchanges, which encompasses SWT. She said participants’ health, safety and welfare is “our number one concern in this program.”

There is now more robust program monitoring, the required offering of cross-cultural programming, a ban on certain types of work placements and a 24-hour, toll-free hotline for participants.

The SWT enriches the lives of participants and of Americans who

welcome these young international exchange students. The Department is working hard to ensure that SWT provides an opportunity for world youth to experience American society, build professional skills and make lifelong friends. As Yang Xiaoyu, a Chinese participant who spent her summer in Healy, Alaska, put it, “I can still feel the power that American culture has affected me. It taught me independence, equality, freedom and responsibility. I love American cultures. I know I could make my own decisions in America. I know I could work very hard to achieve something that I really want.” ■





Harnessing Ingenuity

Bureau modernizes arms control verification

By Jamie F. Mannina, foreign affairs officer, Office of Strategic Affairs, Bureau of Arms Control, Verification and Compliance

One of President Obama's first major foreign policy speeches committed the United States to pursuing a world free of nuclear weapons. At the Department of State, the Bureau of Arms Control, Verification and Compliance (AVC) is advancing this goal, having helped negotiate the New START Treaty with Russia, a pact that will reduce U.S. and Russian strategic nuclear weapons to their lowest levels since the 1950s. When signing that treaty, the President called for reductions in all types of nuclear weapons, even those in secret storage facilities. In the past, the bureau had focused on eliminating nuclear weapons on big missiles or bombers, but now the effort must include weapons terrorists might seize.

This is the new big challenge for nuclear arms control: monitoring warheads, knowing where they are and knowing there aren't hidden stashes.

To accomplish this, the bureau and its leader, Acting Under Secretary Rose Gottemoeller, began the Arms Control in the Information Age initiative to harness new technologies to help achieve national security goals and ensure that implementation of arms control treaties and agreements is done more efficiently, transparently and at lower cost. A recent Department study that identified needed technologies is an "innovative approach to break out of the old arms control implementation paradigm," Gottemoeller said, and brings "treaty inspection and verification processes into the 21st century."

The study, by the Office of Strategic Affairs in partnership with Trident Research LLC, assesses the potential use of commercially available technologies in the treaty inspection and verification processes. It identified the verification requirements in the New START Treaty and the Treaty on Conventional Armed Forces in Europe (CFE), to find technologies that could be used in future treaties with similar requirements. Such requirements could include documenting the production, movement or other changes in status of items that must be accounted for under a treaty, as well as generating notifications and reports on these changes.

In some treaties, such as the CFE Treaty, thousands of items must be accounted for across an entire continent. Using updated technologies will save treaty inspectors money and time. Gottemoeller advocates the use of technology to devise and enhance systems for tracking and monitoring and verifying compliance with future agreements and treaties.

One attractive technology is radio frequency identification (RFID) because of the possible benefits of using it like supermarkets and departments stores do: to keep track of the movement of thousands of items moving in and out of a building. Department stores call it inventory management; in arms control it is called portal monitoring, and it first began under the 1987 Treaty Between the United States of America and the Union of Soviet Socialist Republics

on the Elimination of Their Intermediate-Range and Shorter-Range Missiles. The treaty allowed the United States and Soviet Union to have inspectors continuously present at missile production facilities in Magna, Utah, and Votkinsk, Russia, to verify that missiles banned by the treaty were no longer produced. Portal monitoring was a success, but required a significant “boots on the ground” presence: 30 inspectors at each party’s sensitive missile production facilities at all times. In the future, an RFID-based portal monitoring scheme could be implemented at production or storage facilities, without the necessity for inspectors round the clock, every day of the year.

RFID could also make on-site inspections and reporting more efficient, less costly and more transparent by using radio waves to

transfer data between an electronic tag attached to a treaty-accountable item and an inspector’s portable RFID reader. The reader could be a handheld device, for an inventory of inspectable items such as missiles, tanks or bombers, or it could be installed on a doorway or pole to automatically detect movement into or out of a storage location. Its data could automatically be sent via satellite to a database and simultaneously inserted into a pre-formatted report to other treaty partners. The inspector could confidently assess compliance under the agreement. The new technology would also limit the operational impact of hosting treaty inspectors at military bases. “We are excited about the potential RFID technology; these RFID tags could potentially serve a meaningful role in the way we conduct the

inventory and counting of treaty-accountable items during on-site inspections,” said Jerry Taylor, director of the Office of Strategic Affairs. Taylor said the technology is not designed to replace on-site inspectors, but “to be another tool to make treaty inspections more efficient and instill greater confidence and transparency.”

In its two-year study, the Department received useful input from the departments of Defense and Energy, Taylor said. He added that the office welcomes further discussion within government and the general public “because we feel the United States will be better off utilizing these technological advancements.”

If technical, legal, political and diplomatic barriers can be overcome, this technology can supplement arms control verification, Gottemoeller said. “In the meantime, research continues. Next, there will be practical demonstrations using these technologies on treaty-like items. In one demonstration, Trident Research will install an RFID reader at the end of an airport runway in Florida and affix an RFID tag to a chartered airplane. When the airplane leaves the runway, the reader will send a signal via satellite to one of Trident’s computer terminals in Texas, simulating a treaty notification to a treaty partner.

RFID chips show that arms control inspectors need not be forever tethered to Cold War-era technology. Many other technologies, methods and ideas are also being considered, including those involving smartphone and tablet apps, which could be created to aid verification and monitoring. By wirelessly connecting safeguards and verification sensors within an inspected facility to a tablet, an inspector could note anomalies, flag items for closer inspection or compare readings in real time and interpret them in context.

In the 1990s, U.S. weapons inspectors in Russia had to be able to cross country ski, to travel around the perimeter of a snowbound facility. With technologies like RFID chips and tablet apps, inspectors may get less of a workout but will be better able to make the world safer. ■



Left: A handheld reader gathers data from the RFID tag wirelessly, even at distances of up to 75 feet.

Opposite: An RFID-based tag requires an internal antenna, such as this, which is tuned to the system's frequency.

Photos by Lorie Cardoza



Ambassadors Help Dedicate Restored Tallinn Home

The U.S. Embassy in Tallinn welcomed one of its former ambassadors, Melissa Wells, back to Estonia for a ceremony at the beautifully renovated Laidoner Villa. The villa is the former home of General Johan Laidoner, commander of the Estonian Army before his deportation to the Soviet Union in 1940, and was the U.S. ambassador's residence from 1996 to 2003. It was restored by current owner Gert Tiivas.

Ambassador Wells, who was born in Estonia and was the third U.S. ambassador to Estonia, lived in the Laidoner Villa from 1998 to 2001. She and current U.S. Ambassador to Estonia Jeffrey Levine participated in an Aug. 9 rededication ceremony of the historic property, placing a commemorative plaque at its entrance.



After speaking at the house, Ambassador Wells, center, joins homeowner Gert Tiivas and his wife and, at left, journalist Laurie Tankler.

Photo by J. Michelle Schohn



Foreign Service officers join with professors and children at James R. Ganley School, as the children hold donated books.

Photo by U.S. Consulate General in Ciudad Juarez

FSOs Donate Books in Smedinghoff's Memory

The nearly 50 entry-level Foreign Service officers serving in Ciudad Juárez, Mexico, have formed a Legacy Committee to give back to the community they call home. In 2012, the committee supported a local nonprofit that provides counseling and other assistance to victims of the violence that has plagued the city. This year, in honor of fallen Foreign Service officer Anne Smedinghoff, the committee donated books and curriculum guides to a primary school in one of the city's most impoverished communities. The James R. Ganley School has a successful program, partially funded by USAID, that offers educational opportunities and support to families in the Felipe Angeles neighborhood.

Committee member Damian Stafford said the book donation "is an expression of the importance Smedinghoff placed on working together. Anne reminded me of why I joined the Foreign Service." FSOs in Ciudad Juárez will soon begin volunteering at the school regularly.

Consulate Helps Mentally Challenged Children

In honor of the 2013 National Day of Service on Sept. 11, more than 20 direct-hire employees, Locally Employed Staff and family members from the U.S. Consulate General in Chennai, India, spent the afternoon helping at a Chennai residential home for mentally challenged youth. At the facility, which serves underprivileged youth and focuses on mentally challenged children, volunteers painted three occupational therapy rooms and an outdoor performance area. They also engaged students with games, coloring, reading and face painting; cleaned up the school campus; and left behind gifts of clothes, toys, books and shoes donated by the consulate community.

The event, organized by General Services Officer Kris Arvind, is the first in a series of projects planned between the consulate and the home. Information on the event was shared on the post's social media pages and through press releases.



Consulate volunteers gather with orphanage staff at the end of a successful day.

Photo by Kris Arvind



Fran Simpson displays her passport.

Photo by Patricia Fietz

Never Too Late to Claim U.S. Citizenship

At age 94, Canadian-born Fran Simpson recently claimed her right to U.S. citizenship and obtained her first U.S. passport. Her Canadian grandfather fought in the U.S. Civil War, and her father was born in 1874 in Louisiana, but his birth certificate was unobtainable because the local parish records had burned.

Through her son-in-law's genealogical research, she learned of Department of Defense (DOD) documents that showed her grandfather repeatedly asking DOD about his Civil War pension; her grandfather had even made a sworn statement to a U.S. vice consul on the matter in 1916. That statement was still in DOD's records, and it cited her father's date of birth. She also had a 1922 book that referred to her father's place of birth.

Based on that and other evidence, Simpson now has a new U.S. passport.

Employee Wins Service to America Medal

Andrew Rabens, a foreign affairs officer serving as a special advisor for Youth Engagement in the Bureau of Near Eastern Affairs, has won the prestigious Service to America Call to Service Medal for 2013. The medal was given for his contributions in organizing the Active Citizen Summit, a 10-day program in the United States for young leaders from the Middle East and North Africa. He was honored with seven other award recipients at an Oct. 3 dinner in Washington, D.C.

Rabens said he felt humbled to win the medal, but added, "This recognition and award deserves to be shared by all of the innovative and impressive young officers at the State Department who continue to push the envelope and utilize their unique skill sets on a daily basis to create meaningful, positive change across the globe."

Service to America Medals are presented annually by the Partnership for Public Service, a nonpartisan, nonprofit organization that works to revitalize the federal government. The medal recognizes a federal employee whose professional achievements reflect the important contributions of a new generation to public service. More information is available online at servicetoamericamedals.org.



Andrew Rabens speaks at the Active Citizen Summit.

Photo by Fritz Partlow

Retirements

Foreign Service

Bootes, Barbara A.	Hubbard, Elizabeth Ann
Brans, Neil A.	Jordan, Pic B.
Cole, Marcia Elizabeth	Katz, Allan J.
Combs, James D.	Lawton, Catherine M.
Corrado, Michael B.	Lee, Susan
Donahue, Linda L.	Mitchell, Allan Wayne
Ellis, Christopher A.	Nay, John R.
Gonzales, Mary Lou	O'Connor, Christopher M.
Halliburton, Suneta Lyn	Saloom, Anne M.

Summers, Frederick J.
Vossler, Jocelyn A.
Wolff, Alejandro Daniel

Civil Service

Backus, David B.
Carroll, Annette
Gee, Kathryn
Hardy, Elise
Hiemstra, Paul A.
Jarvis, Richard Michael
Mallare Jr., Lorenzo H.
Mitchell, Linda A.
Nelson, Rosa M.

Novick, M. Susan
Schuster, Gretchen A.
Shearer, Edward M.
Stock, Judith Ann
Van Fossan, Christina L.
Watford, Nancy Catherine
Wilkie, John K.
Wong, Mei Mei

After Hours

The Long Run

Employee tackles 60 marathons, plans more

By Laura Hyland Weber, program specialist,
Bureau of Western Hemisphere Affairs

Although running is as independent as a sport can be, I'm proud to be part of the running community, which is more special to me than the famous runner's high—brought about by the body's release of endorphins—or the thrill of completing a marathon, and I've done 60 of them. On a race course there's camaraderie, and I carry on conversations with fellow runners, even with burning lungs, as we pound up hills and splash through the water stations to the next mile marker.

Being a runner is, for me, a defining trait; it gives me a sense of purpose and a goal that offers a premium reward, one worth far more than a few kind words and a pat on the back. There is nothing quite like crossing a finish line with tired muscles and a sweat-soaked shirt knowing you did the very best you could. You feel your legs grow heavy and sore, but push through the pain with all you have as the finish line comes into view.

I started running marathons in 1997, having set a personal goal to complete a marathon before I turned 40. I got hooked, and began running marathons so continuously that I recently completed my 60th in June in Alaska.

My fellow runners spoke of running marathons in 50 states, and that sounded like a noble goal and a cool way to see America, since I love traveling. So far I've completed 47 states, plus D.C. Next year, I'll finish the remainder: California, Hawaii and West Virginia.

It takes lots of training and planning to do multiple U.S. marathons while living overseas. I would complete two marathons during the two weeks I was back in the United States from my overseas assignment.

I start my training runs early in the

morning, after waking at 3:30 a.m., sipping my coffee and feeding my cats a snack. My weekends are reserved for longer runs of up to 20 miles, at least when I'm at the peak of training.

This work has paid off. I have a growing collection of "finisher medals" for each race and a finisher T-shirt collection. One of my treasured quilts is made up of my first 25 marathon finisher T-shirts, and it reminds me of stories of hills that should've been slight and weren't, the wonderful food and drinks at the finish line or the cloudy weather that turned into a torrential rainstorm.

From Oregon to Maine, I have run in marathons as small as 50 runners and as large as 30,000-plus. I've had fun meeting all kinds of folks in New York City, Boston, Eugene and Phoenix. I usually combine a marathon with a family vacation, exploring restaurants and museums, hiking and seeking out the best ice cream in town.

Outside the United States, I've run eight marathons on three continents: North America, Europe and Australia. I ran the ancient marathon course in Athens, Greece, while at the embassy there. One of the most unusual races was the Runaway Bay Y2K+1

marathon in Brisbane, Australia. It started at the stroke of midnight in 2001 and some spectators were New Year's Eve party revelers who were still partying at 4 a.m.

Since I'm a tag-along Foreign Service spouse, my running is my anchor, and counter-balances the difficulties of overseas life—moving, packing/unpacking and starting new jobs. My running becomes a way to explore the back roads, city streets and trails in my new neighborhood, and discover hidden jewels. My marathon scrapbooks bulge with such mementos as sweat-stained running bibs, official race guides, postcards and race photos.

By November 2014, I plan to have run in my last U.S. state, West Virginia, where I'll be joined by family and friends to celebrate completion of my goal at the Marshall University Marathon. I'll likely catch one of the footballs that are tossed to participants to carry in the final 100 yards. And when I cross the finish line, I'll have completed my marathon journey, going farther than I ever imagined when I started back in 1997.

What's next? I'm not sure, but I'm considering a new goal: running 100 marathons.



At the 2008 New York City Marathon, the author, right, stands with her runner sister, Michelle Sollenberger.
Photo by Thomas Weber

LIFE IN THE EMBASSY OF THE CLOWNS

COULDN'T HE GIVE HIS BRIEFING WITHOUT MAKING BALLOON ANIMALS?

STILL, IT BEATS POWER POINT...



DUE TO CUTBACKS IN THE TRAVEL BUDGET, WE ALL NEED TO DO LESS CLOWNING AROUND AND MORE CLOWNING IN PLACE.



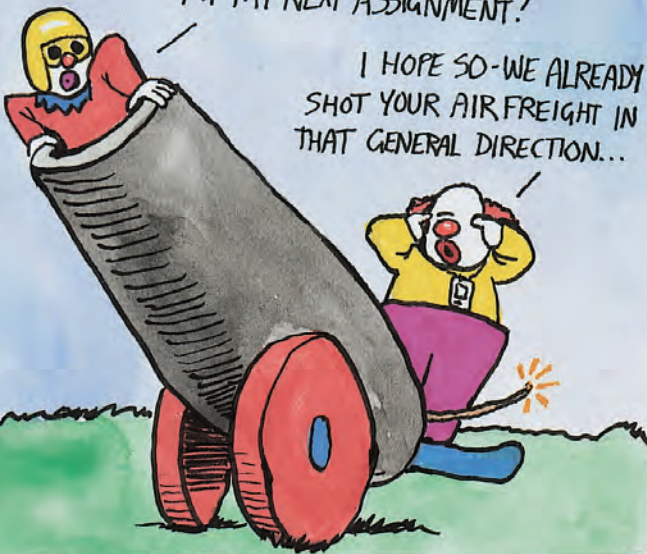
YOU'LL HAVE TO CLEAR THAT RUBBER CHICKEN WITH THE OFFICE OF SIGHT GAGS.

BUT THIS IS ONLY TO BE USED ON A NEED TO CHUCKLE BASIS...



ARE YOU SURE THIS IS AIMED AT MY NEXT ASSIGNMENT?

I HOPE SO-WE ALREADY SHOT YOUR AIR FREIGHT IN THAT GENERAL DIRECTION...



AMBASSADOR, MAY I SAY THAT YOU ARE A REAL BOZO!

KEEP YUCKING IT UP, MYRON. YOU'LL GO FAR...



AGUELER 2001

Appointments



James Costos
U.S. Ambassador to
Spain and Andorra



**Denise Campbell
Bauer**
U.S. Ambassador to
Belgium



Click links to watch video
messages from featured
ambassadors.



John R. Phillips
U.S. Ambassador to
Italy and San Marino



Liliana Ayalde
U.S. Ambassador to
Brazil



Liliana Ayalde (SFS) of Maryland is the new U.S. Ambassador to the Federative Republic of Brazil. Previously, she was deputy assistant secretary in the Bureau of Western Hemisphere Affairs. Before that, she was senior assistant administrator for USAID's Latin American and Caribbean Bureau. She was ambassador to Paraguay and has also served in Bangladesh, Guatemala, Nicaragua, Bolivia and Colombia. She is married and has two daughters.

Denise Campbell Bauer of California is the new U.S. Ambassador to the Kingdom of Belgium. Previously, she served on the Democratic National Committee. She was finance chair for Women for Obama and served on the Obama for America National Finance Committee. Before that, she was a public affairs officer for the American Red Cross Bay Area in San Francisco and a freelance film and video producer in Los Angeles. She is married and has two daughters.

John Berry of Maryland is the new U.S. Ambassador to the Commonwealth of Australia. Previously, he was director of the U.S. Office of Personnel Management. Before that, he held leadership positions at the National Zoo, National Fish and Wildlife Foundation and Smithsonian Institution. He also held high-level jobs at the departments of Interior and Treasury, and was legislative director for U.S. Representative Steny Hoyer. He is married to his partner of 17 years, Curtis Yee.

Reuben E. Brigety is the new U.S. Representative to the African Union, with the rank of Ambassador. Previously, he was deputy assistant secretary in the Bureau of African Affairs. Before that, he was DAS in the Bureau of Population, Refugees and Migration. He was director of the Sustainable Security Program at the Center for American Progress and a special assistant in USAID's Bureau for Democracy, Conflict and Humanitarian Assistance.

James Costos of California is the new U.S. Ambassador to the Kingdom of Spain and the Principality of Andorra. Previously, he was vice president of Global Licensing and Retail for Home Box Office. Before that, he was president and CEO of Eight Cylinders, Inc., an entertainment marketing and licensing agency. He served on the Humane Society's board of directors and supports cultural and humanitarian organizations. He lived in Los Angeles with his partner of 14 years, Michael Smith.

James F. Entwistle (SFS) of Virginia is the new U.S. Ambassador to the Federal Republic of Nigeria. Previously, he was ambassador to the Democratic Republic of the Congo. Before that, he was deputy chief of mission in Bangkok and DCM in Colombo. Other postings include Yaoundé, Douala, Niamey, Bangkok, Bangui and Kuala Lumpur, where he was counselor for Political Affairs.

James F. Entwistle
U.S. Ambassador to
Nigeria





Rufus Gifford
U.S. Ambassador to
Denmark



David D. Pearce
U.S. Ambassador to
Greece



Alexa Lange Wesner
U.S. Ambassador to
Austria



Reuben E. Brigety
U.S. Representative to
the African Union



John Berry
U.S. Ambassador to
Australia



James C. Swan
U.S. Ambassador to
Congo



Rufus Gifford of Massachusetts is the new U.S. Ambassador to the Kingdom of Denmark. Previously, he was finance chair of the Presidential Inaugural Committee. Before that, he was finance director for Obama for America and for the Democratic National Committee. He was a political consultant in California and creative executive for Davis Entertainment, an independent film company based in Los Angeles.

David D. Pearce of Virginia (SFS) is the new U.S. Ambassador to the Hellenic Republic. Previously, he was senior deputy special representative for Afghanistan and Pakistan. Before that, he was assistant chief of mission in Kabul and ambassador to Algeria. Other postings include Italy, Iraq (two excursion tours), Jerusalem, Syria, Dubai, Saudi Arabia, Tunisia and Kuwait. He is married and has two children.

John R. Phillips of the District of Columbia is the new U.S. Ambassador to the Italian Republic and the Republic of San Marino. His public interest law firm in Los Angeles focused on the environment, civil rights and corporate responsibility. Later, his Washington/San Francisco-based firm Phillips & Cohen recovered \$11 billion for the U.S. Treasury under the Federal False Claim Act, which he helped modernize. He was chairman of the President's Commission on White House Fellowships.

James C. Swan (SFS) of California is the new U.S. Ambassador to the Democratic Republic of the Congo. Previously, he was special representative for Somalia, and before that ambassador to the Republic of Djibouti. He was deputy assistant secretary in the Bureau of African Affairs. Earlier postings include Haiti, Nicaragua, Cameroon, Kenya, Republic of Congo and Democratic Republic of the Congo.

Alexa Lange Wesner of Texas is the new U.S. Ambassador to the Republic of Austria. After a successful career as a high-tech chief executive and entrepreneur, she turned to politics and community development as a fundraiser and entrepreneur on the national, regional and local levels. She served on the President's Committee on the Arts and Humanities. She qualified for the World Triathlon Championships in 2003. She is married and has three children. ■

Sit Less, Stand More

Relieve pain and stress at the desk

By Gary Bolden, health and wellness educator/promoter, Office of Medical Services,
and Joanne Silva, Foreign Service health practitioner

If you're reading this article sitting down, you're missing an opportunity to do something positive for your health. More and more medical experts now consider too much sitting to be a health hazard. A report published last year in the Archives of Internal Medicine identified total sitting time as an independent risk factor for dying. Recent studies show that people who sit for more than 11 hours a day have a significantly higher risk of mortality in the next three years than people who sit for less than four hours a day.

Research has consistently demonstrated that moderate to vigorous aerobic physical exercise plays a key role in helping prevent cardiovascular disease, type 2 diabetes, obesity and some cancers. It also provides an excellent form of stress reduction. The American College of Sports Medicine and American Heart Association recommend at least 30 minutes of moderate-intensity physical activity five days per week or more intense exercise for 20 minutes three days per week.

What you do during all the hours that you're not performing aerobic exercise matters as well. Routine activities of daily living that involve physical activity, such as domestic chores and work duties, can improve your overall fitness. And there is emerging evidence that too much time spent in sedentary behaviors such as sitting can lower one's levels of metabolic energy expenditure and glucose metabolism, thereby contributing to an increase in obesity, cardiovascular diseases and metabolic syndrome, the combination of disorders that, when occurring together, increase the risk of cardiovascular disease and diabetes. A study involving 1,422 people found that the key to successful weight maintenance after losing weight was avoiding the most common sedentary behavior: watching television.

Taking breaks from sedentary activity (e.g., getting up from your desk and going for a brief walk) has been shown to

beneficially affect such physiological factors as one's waist circumference and body mass index, and triglyceride and glucose levels. This suggests that there may be health benefits to regularly interrupting sedentary time or reducing overall sedentary time. Throughout the day, you should sit less and stand more.

The Office of Medical Services (MED) encourages increased activity through walking programs and a desk exercise program. MED Health and Wellness Program Educator/Promoter Gary Bolden created exercises that employees can perform while seated and then made the rounds to Department offices to demonstrate them. Employee response has been excellent: A poll of 435 participants from various offices revealed that more than 99 percent thought the wellness sessions were informative and worth the time;

all but one person said that they would recommend them to co-workers.

"This is one of the best things that I have ever experienced an employer to do for their employees," said one participant. "It makes sense to invest and encourage employees to become healthier."

Regular physical activity and less sedentary time, in combination with healthy eating, can contribute to better health for you and your family. No excuses—you don't have to go to the gym to improve your health.

One of Bolden's "Desk Side Exercise Presentations" can be viewed on BNet at bnet.state.gov/viewClip/?clip_id=20863. For more information about the risks of a sedentary lifestyle, go to: scientificchicago.com/2012/11/12/sitting-can-shorten-your-life/. ■



From left, MED employees Leslie Edwards, Gary Bolden and Taundria Cappel demonstrate an exercise routine.
Photo by Joanne Silva

Obituaries



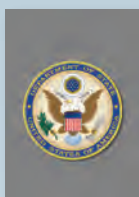
William B. Armbruster, 59, a retired Foreign Service officer, died Aug. 26. He lived in St. Joseph, Mo. He served in the Peace Corps in Mali before joining the U.S. Information Agency in 1986. His postings with USIA and the Department included Algiers, Tunis, London, Casablanca, Kuwait and Baghdad. After retiring in 2008, he served on boards of the St. Joseph Museums and St. Joseph Symphony. He enjoyed gardening and helped landscape and restore a local mansion.



Sam Brock, 60, a Foreign Service officer, died Oct. 24, 2012, while serving as minister counselor for Political Affairs in Ottawa and awaiting confirmation as ambassador to Eritrea. He joined the Department in 1983 and previously served in Seoul, Praia, Algiers, Mexico City, Cotonou, Marseille and Kinshasa. He was a gifted linguist and talented pianist and organist who performed at many concerts, recorded a CD of spirituals and played in churches around the world.



Thomas F. Calhoun, 83, a retired Foreign Service officer, died June 13. He served in the Navy before joining the Foreign Service in 1956. During his 30-year career, he served in Korea, France, Ethiopia, Sudan, Finland, Romania, New Zealand and India. After his retirement in 1986, he moved to El Dorado Hills, Calif., and continued to enjoy his lifelong hobby of philately. He also continued to travel extensively around the world, visiting all seven continents.



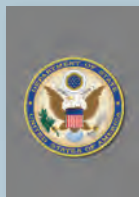
Gustaf Coontz, 93, a retired Foreign Service officer, died Jan. 31 in Worcester, Mass. He served in the Army during World War II. He joined the Department in 1969 and had several postings in Germany. After retiring, he returned to Worcester, where he had previously served on the city council and as vice mayor. He was a trustee and past president of the alumni association of Clark University.



M. Gordon Daniels, 93, a retired Foreign Service officer, died June 21 in Deer Isle, Maine. He served as a Marine Corps pilot during WWII. He joined the Department in the early 1960s and served in Colombia, Chile, Bolivia, Panama and Saudi Arabia. After retiring in 1979, he lectured for several years at the Foreign Service Institute as a Southern Cone specialist. He loved music and traveled extensively through Europe, Latin America and the United States with his wife.



Donald E. "Bing" Dembowski, 81, a retired Foreign Service officer, died Aug. 8 from Alzheimer's disease. He lived in Hanover, Pa., and Arlington, Va. He served in the Navy before joining USAID in 1963 as an international economist. His postings included Taiwan, South Korea, the Philippines, Cambodia, Zaire, the South Pacific and Sudan. After retiring in 1988, he worked for companies in Virginia and Massachusetts.



Herbert Wesley Dodge, 87, a retired Foreign Service officer, died July 31 of a stroke in Sarasota, Fla. He served in the Navy before joining USAID. His postings included Korea, Vietnam and the Philippines. After retiring in 1979, he enjoyed tennis, traveling, professional football, poetry, reading and teaching high school history.



Perry C. Hamilton, 63, a Civil Service employee, died Aug. 15 of cancer at his home in Woodbridge, Va. He served as an Army helicopter pilot in Vietnam before joining the Department in 1967, where he worked in the Office of Emergency Management. He enjoyed playing Santa for his grandchildren and other children in the area.



Allen P. Randlov, 67, a retired USAID employee, died Aug. 31 in Wolfeboro, N.H. He served with the Peace Corps in Sierra Leone in the early 1970s before joining USAID, where he oversaw a program that provided prosthetic devices to civilian victims of war. His postings included Nepal and Barbados. He enjoyed reading and working on vintage cars.

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary, please contact Bill Palmer at palmerwr2@state.gov or (202) 203-7114. ■

End State



India

A beam of sunlight illuminates a man walking along a densely-forested road in Poovar, a small coastal village in the Trivandrum district of Kerala State, southern India.

Photo by Nagesh Jayaraman

PG. 12



Brazil

A telephoto shot of a toucan near Iguacu National Park in southern Brazil provides a detailed look at the bird's vibrant eye decorations and large, striped bill.

Photo by Doug Wheller



PG. 4



Estonia

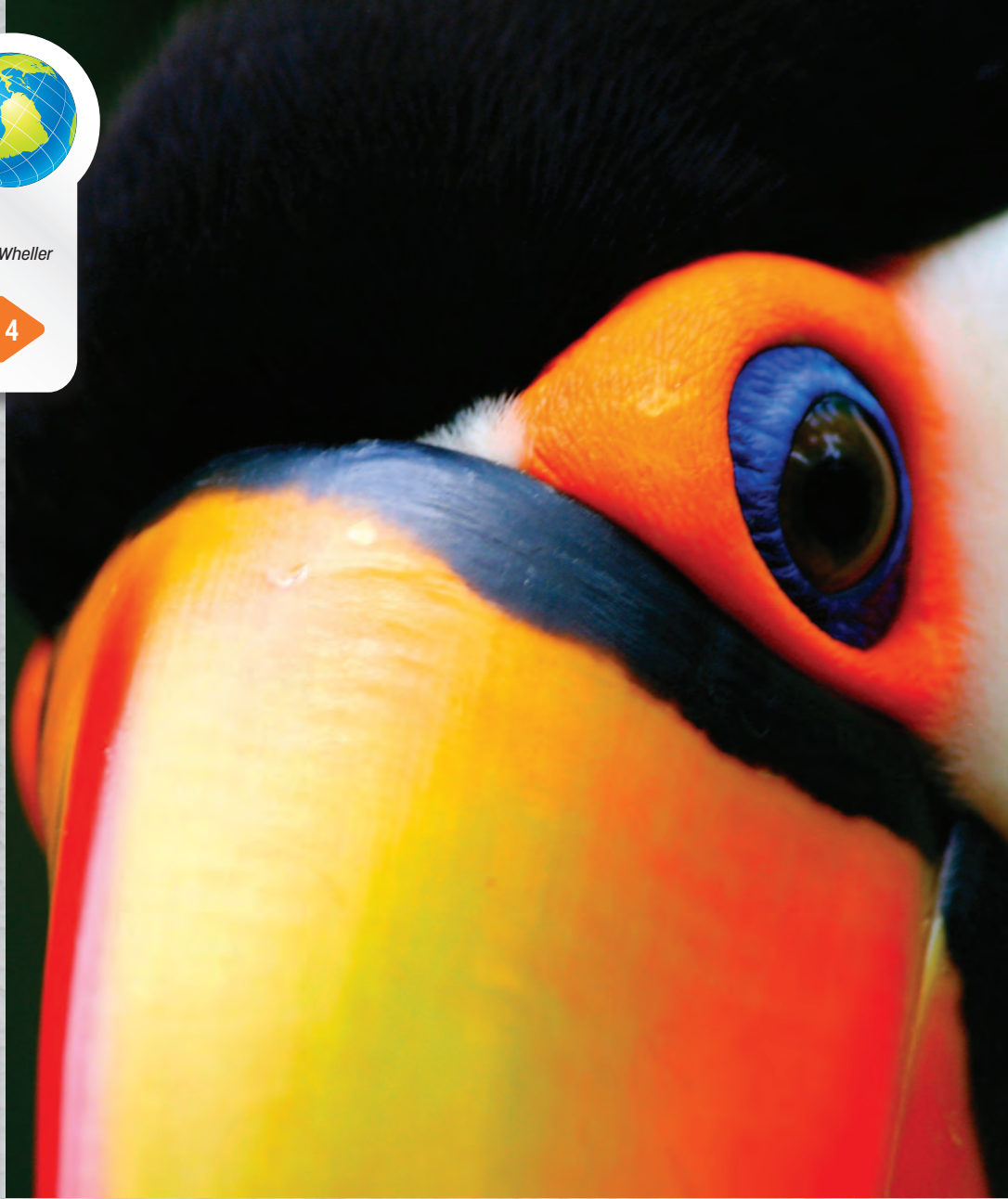
The warm glow of lights shining along streets and through windows of homes and businesses in Tallinn contrast with the frigid, blue twilight of winter.

Photo by Mariusz Kluzniak

PG. 28



Learn more about Creative Commons online at creativecommons.org



Colombia

Two cows graze peacefully among mist-shrouded trees in the Colombian Andes near Choachi, about 30 minutes outside Bogota.

Photo by Pedro Szekely



PG. 3





U.S. Department of State
Bureau of Human Resources
Washington, DC 20520

PERIODICALS
POSTAGE & FEES PAID
DEPARTMENT OF STATE
ISSN 1099-4165

If address is incorrect,
please indicate change.
Do not cover or destroy
this address.

POSTMASTER:

Send changes of address to:

State Magazine
Department of State
SA-44, Room 348
Washington, DC 20547-4403



Open Season Is Here

Employees may enroll or change their health, vision and/or dental insurance. Benefit fairs at the Harry S Truman Building and Foreign Service Institute, featuring health insurance representatives, will be announced this month in Department Notices.

